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AUTHOR Chance, Patti L.; Chance, Edward W.
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ABSTRACT

This book was written for the student-practitioner. It introduces organizational and leadership theories that are especially relevant to educational administration programs that prepare students for school and district leadership roles. It begins with a historical overview of organizational theory, in chapter 1, to provide a framework for understanding the structure and operation of modern school organizations. Chapter 2 presents basic concepts of organizational structure, focusing on the functions and goals of school organizations as these relate to social and cultural values and norms. Chapters 3 and 4 more fully explain the fundamental concepts of bureaucracy and social-system theories and their applications to school leadership. In chapter 5, theories of leadership are presented in terms of traits and behaviors of leaders. Chapter 6 relates the concepts of leadership to organizational structures through the presentation of contingency theories. Chapter 7 focuses on the concept of motivation, exploring human behavior and its impact on the organization. Chapters 8 and 9 discuss two primary functions of leadership: communication and decision-making. Finally, Chapter 10 pulls together the concepts of organizational structure and leadership through the presentation of organizational change theories. Each chapter concludes with two case scenarios relevant to the theories and concepts presented in the chapter, and references. (RT)